

PLAYBOOK

SME

SKILLS TRANSFORMATION

Every business transformation is powered by a skills transformation

About this Playbook



This playbook offers SMEs a step-by-step approach to identifying the business impact on skills, and the resources businesses can tap on to unlock the highest value out of the transformation.

This guide is applicable for SMEs that are:

- Embarking on company-wide transformation
- Making small incremental transformations
- Seeking to start a transformation



This playbook contains:

- ✓ SME Business Transformation Approach
- ✓ SME Skills Transformation Approach
- ✓ Practical resources for SME leaders
- ✓ Case Studies

WHERE ARE YOU TODAY IN YOUR BUSINESS TRANSFORMATION?

This is a simplified business transformation roadmap.

At every business stage, there are opportunities to build a skilled workforce to strengthen business outcomes.

Every Business Transformation is powered by a **Skills Transformation**



SOREAL PROP

Singapore-based leading proptech SME, democratising the use of data and improving access to digital innovation in the Real Estate sector

- The Real Estate sector faced a change in property viewing practices due to COVID-19 and rising customer expectations towards data transparency
- SoReal Prop capitalised on the market demand for big data to enhance its existing product lines and strengthen its breadth of data and analysis tools
- SoReal Prop explored schemes like the SGUnited Traineeship, Mid-Career Pathways, and Productivity Solutions Grant to support product enhancement and business expansion

MAHA CHEMICALS

Maha Chemicals is a Singapore based SME with a Speciality in Chemicals Marketing and Distribution Industry

- Maha Chemicals faced significant disruption. They were unable to meet clients face-to-face, faced shipping restrictions and capacity restrictions in the workplace
- Maha Chemicals capitalised by investing in an eCommerce platform to overcome physical limitations and invested in its data analytics team to improve efficiency
- Maha Chemicals incorporated the Skills Framework to structure eLearning content to upskill employees and created a HR dashboard to digitalise HR processes enabling employees to stay connected

As every business transformation is powered by a skills transformation, you can take reference from the following steps to embark on your skills transformation.

A 5-STEP GUIDE TO SKILLS TRANSFORMATION

1

Identify the
Job Role to
Transform



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2

Design the
To-Be Job Role



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3

Conduct As-Is of
Current Skillsets



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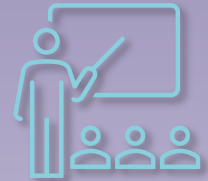
Identify the Skills
Gaps



Page 8

5

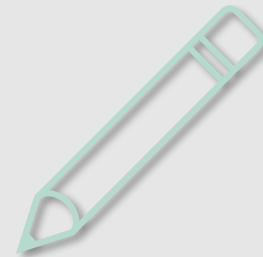
Bridge the Gaps



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STEP 1

IDENTIFY THE JOB ROLE TO TRANSFORM

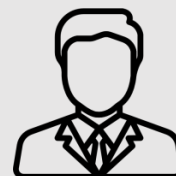


Pick and prioritise the job role(s) to transform based on the:

- potential it has to expand your top line or optimise your bottom line
- impact due to digitalisation
- other company-specific factors such as succession challenges, maturing workforce



EXAMPLE



Business Development Manager *(To-be transformed as Digital Customer Engagement Manager*)*

Job Description

Responsible for business development, managing large key accounts, marketing, sales, performing market research, prospecting, developing relationships with potential customers and meeting sales targets.



* Scan the Skills Framework QR Code to find out more about the skills required for job roles in specific sectors

STEP 2A

DESIGN THE TO-BE JOB ROLE



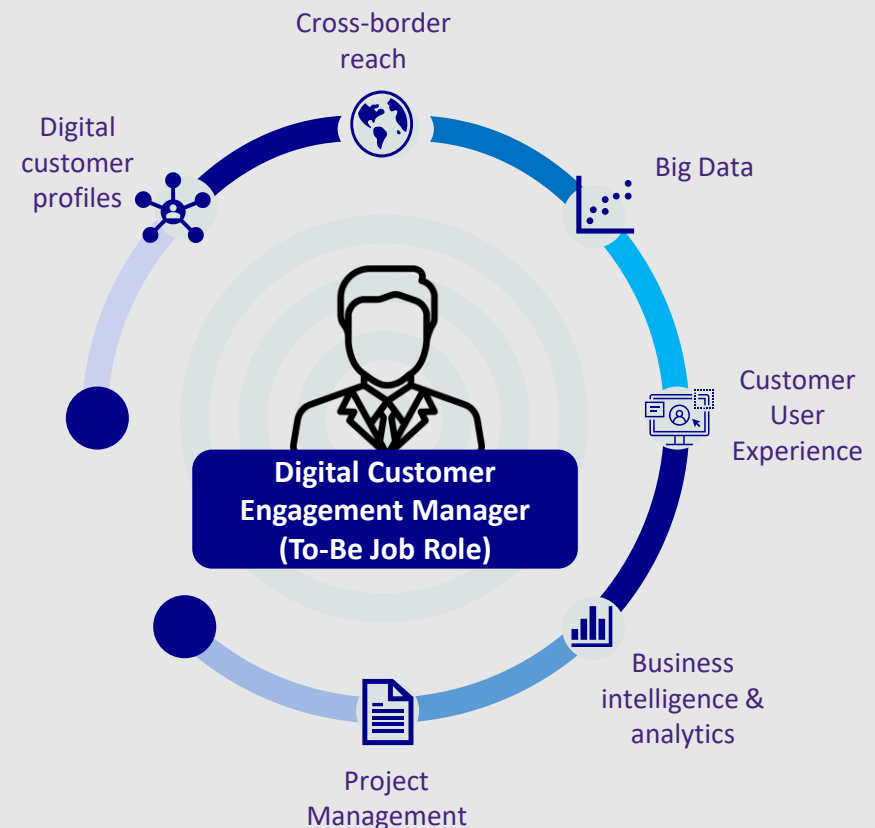
To design the To-Be job role, the first step is to define the Critical Work Functions and the supporting Key Tasks. The second stage is to align the Technical Skills and Competencies as well as the Critical Core Skills. You may find the skills information from the Skills Frameworks*.

- 1 **Critical Work Function**
E.g. Implement business development strategy
- 2 **Key Tasks**
E.g. Manage bid documents and proposals
- 3 **Technical Skills and Competencies**
E.g. Business Negotiation
- 4 **Critical Core Skills**
See more information on next page.



*Scan the Skills Framework QR Code to find out more about the skills required for job roles in specific sectors

What does the job role of a To-Be Business Development Manager look like*?



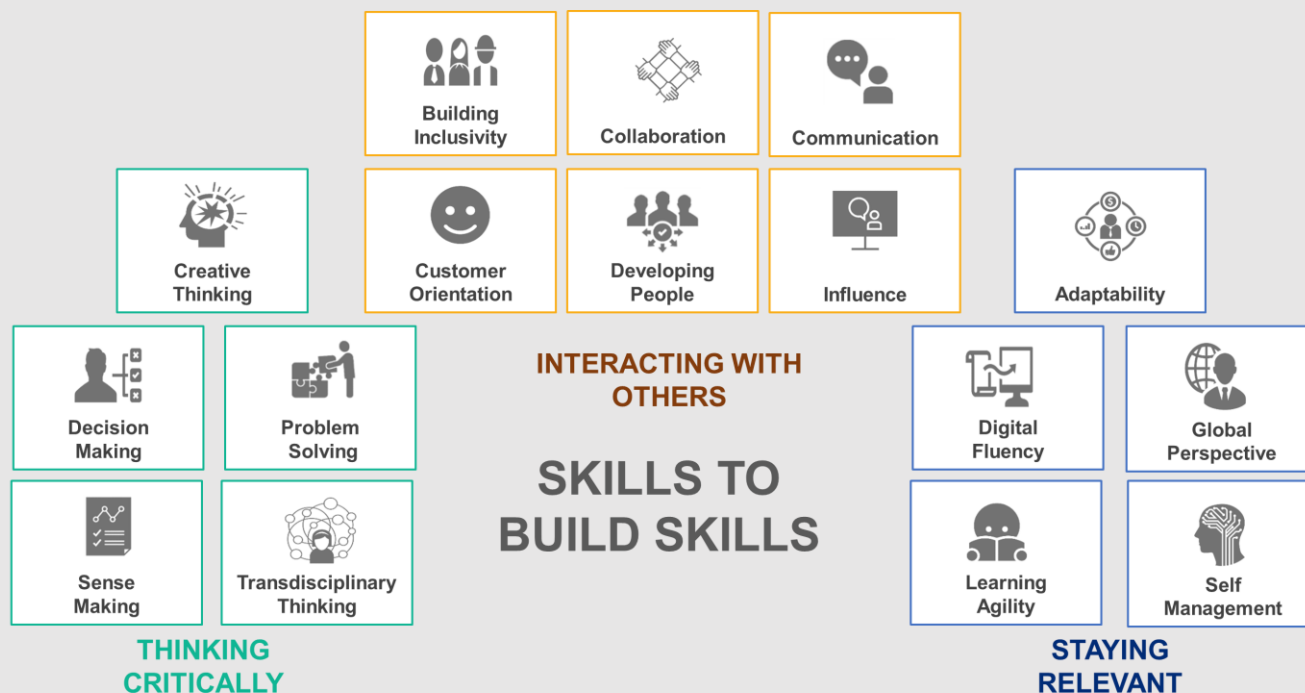
STEP 2b

IDENTIFY THE SKILLS TO BUILD SKILLS (CRITICAL CORE SKILLS)



In addition to the technical skills, you should identify the Critical Core Skills (CCS), or soft skills for the To-Be job role. The Critical Core Skills are workforce skills that foster critical thinking, ability to interact and ensuring one's relevance in the real world of business.

SkillsFuture Singapore has proactively collaborated with local industries to identify 16 CCS (as below) which our local workforce needs to continually recalibrate and develop, more so as conditions change.

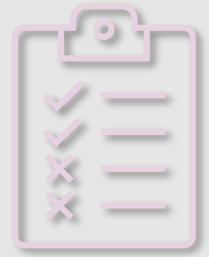


Scan the QR code to access the CCS resources.



STEP 3

CONDUCT AS-IS SKILLS ASSESSMENT



After identifying the Critical Core Skills needed for the To-Be job role, conduct an As-Is skills assessment. This will allow the business to have a clear picture of its current capabilities.

Objectives of As-Is Assessment



To capture an accurate picture of the company's prevailing skills and capabilities of the job role



To identify the skills gaps and areas that can be improved

List down the current skillsets of the As-Is job role

EXAMPLE



Business Development Manager

Technical Skills and Competencies

- Business Opportunities Development
- Business Negotiation
- Networking
- Market research
- Product Advisory
- Market Profiling

STEP 4

IDENTIFY THE SKILLS GAPS



Conduct your skills gap assessment by comparing the current skillsets with the required skillsets identified from the To-Be job description.

This will allow the business to identify the specific skills gaps to be bridged using the Build, Buy, Borrow or Bot strategy.

Objectives of Skills Gap Assessment



To identify the new skillsets your workforce requires



To assess the skills interventions needed to reach the future state

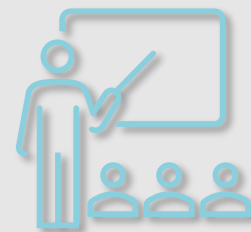
What are the **skill gaps** to be closed?

EXAMPLE

 Digital Customer Engagement Manager	Technical Skills and Competencies
	Business Opportunities Development
	Business Negotiation
	Networking
	Market research
	Product Advisory
	Market Profiling
	Digital Customer Profiling*
	Cross Border Reach*
	Big Data*
	Customer User Experience*
	Business Intelligence & Analytics*
	Project Management*

*Gaps to be closed

BRIDGING THE GAPS - BUILD, BUY, BORROW, BOT



BUILD

Enable your workforce

Reskill or upskill your existing workforce through skills training



You can tap on the services from the National Centre of Excellence for Workplace Learning (NACE)

BUY

Recruit new talent

Hire new employees to close identified skill gaps in the workforce



You can tap on the resources for "Recruit Talent" as published on the Enterprise Portal for Jobs & Skills (EPJS)

BORROW

Leverage strengths of others

Partner with external providers and tap on trainees to add workforce capabilities



You can tap on the resources from the SG United Jobs and Skills Package

BOT

Automate with technology

Supplement your manpower with automation technologies

***Enterprise Development Grant (EDG)**

***Productivity Solutions Grant (PSG)**

You can tap on EDG and PSG support to adopt automation technologies. You may access QR codes on the next page

OTHER RESOURCES TO SUPPORT YOUR TRANSFORMATION (1/2)

(from page 2)

SME Centres



Book an appointment with the SME Centres to get business advisory on your transformation needs

Enterprise Development Grant (EDG)



Tap on the EDG to support transformation in business upgrading, innovation & internationalisation

Productivity Solutions Grant (PSG)



Tap on the PSG to kick-start your adoption of technology to enhance productivity

The information on this page is accurate as of 12 January 2021.

These are suggested resources to expand your options and they are not exhaustive. For the full list of jobs and skills resources, pls visit [EPJSLink](#)

OTHER RESOURCES TO SUPPORT YOUR TRANSFORMATION (2/2)

(from page 2)

Courses for Transformation



Access the course directory to identify relevant skills training programmes to strengthen your business transformation

SkillsFuture Enterprise Credit (SFEC)



Eligible employers can further qualify for additional subsidies above the existing support levels for business and workforce transformation initiatives

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SME SUCCESS STORY I

SOREAL PROP



Singapore-based leading proptech SME democratising the use of data and improving access to digital innovation in the real estate sector

Disruption to Sector: <ul style="list-style-type: none">• Change in house viewing practices due to COVID-19• Rising customer expectations towards data transparency	Business Impact: <ul style="list-style-type: none">• Revenue opportunities in product development• Increased costs due to growing manpower needs
Business Transformation Strategy: <ul style="list-style-type: none">• Ascertain market demand for big data collection & analysis• Enhancement of technology product line	Workforce & Skills Transformation Strategy: <ul style="list-style-type: none">• Identified new skills needed to support product development• Assessed current workforce skills• Identified talent gaps in workforce• Onboarded 3 technology talent to support product improvements and expansion

Come [here](#) to visit the company website

SME SUCCESS STORY II

Maha Chemicals (Asia) Pte Ltd



Singapore-based SME founded in 1975 specialising in the Speciality Chemicals Marketing and Distribution Industry in the Southeast Asian region.

Disruption to Sector: <ul style="list-style-type: none"> • Unable to meet clients face to face during COVID-19 • Shipping restrictions • Capacity restriction at workplace 	Business Impact: <ul style="list-style-type: none"> • Greater effort needed to achieve sales revenue • Heightened need for process efficiency to reduce costs • Upkeep employee welfare
Business Transformation Strategy: <ul style="list-style-type: none"> • Invest in eCommerce platform to overcome physical limitations • Invest in data analytics to improve efficiency • Embark on HR digitalization and engagement 	Workforce & Skills Transformation Strategy: <ul style="list-style-type: none"> • Incorporated various Skills Frameworks to structure e-learning content to upskill employees • Increased the team size through a “Build” and “Buy” strategy in the areas of Digital Marketing and Data Analytics • Created a HR Dashboard to digitalize existing HR processes to engage employees.

Come [here](#) to visit the company website



For further enquiries please contact: enterprise_engage@ssg.gov.sg